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ABSTRACT

In 1990, Cuesta College (CC) conducted a needs assessment of local employers to determine the type of work done by their employees, number of employees, hiring plans, the current level of employee training, and training needs. The mailed survey had 266 usable responses for a 40.9% return rate. Study findings included the following: (1) 31% of the respondents were in retail and wholesale trades, and 30% were in the service industries; (2) employers planned on hiring more full-time professional workers and part-time unskilled workers during the next year than any other type of full-time or part-time employee; (3) for the coming year, the highest growth rate for new jobs was expected to occur in retail trade and manufacturing, while public administration/government was expected to experience the greatest number of new jobs; (4) on-the-job-training was by far the most important source of initial employee training for all but professional employees; (5) clerical workers were most likely to have received their initial training at a community college, followed by farm managers and technical workers; (6) 57% of the employers provided in-house, on-the-job training after employment, and almost half provide regular in-house training; (7) 32% of the employers were familiar with the types of training available at CC; and (8) employers who rated CC cited high quality of classes, availability of the college, and the number of courses offered as what they liked most, and problems created by location, distance, or transportation as what they "liked least." Tabulated response data for each of the survey items, and the questionnaire and cover letter are appended. (JMC)

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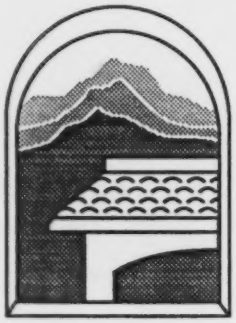

Employer Needs Assessment

Conducted for the development
of the Educational and Facilities Master Plan

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EXECUTIVE SUMMARY

The San Luis Obispo County Community College District/Cuesta College has completed a needs assessment of employers in San Luis Obispo County as part of the development of its Educational and Facilities Master Plan. Two hundred and sixty-six employers from San Luis Obispo County responded to a mailed questionnaire. Employers were asked about the type of work done by their employees, the current number of employees that work for them, their hiring plans, the current level of training of the employees, and the training needs of the employees. The following summarizes the key findings:

- San Luis Obispo County employers are primarily from the service industries and retail/wholesale trade industries.
  - Thirty-one percent of the employers in the survey were in retail and wholesale trades.
  - Thirty percent of the employers in the survey were in the service industries.
- More full-time professional workers have been hired during the past year than any other type of full-time employee.
  - Employers plan on hiring more full-time professional workers during the next year than any other type of full-time employee.
- More part-time unskilled workers have been hired during the past year than any other type of part-time employee, however service workers, sales workers, and semi-skilled part-time workers were also hired in large numbers.
  - Employers plan on hiring more part-time unskilled workers during the next year than any other type of part-time employee.
- While the highest **growth rate** for new jobs is expected to occur in manufacturing, the **greatest number** of new jobs should occur in public administration and government.

- On-the-job training is the most prevalent type of employee training in San Luis Obispo County.
  - Employers need training on how to conduct on-the-job training with their employees.
- Few employers know about the employee training Cuesta College can provide, and as a result:
  - Few employers were able to comment on what they liked the most or the least about Cuesta College.
    - For the few employers answering, the most consistent thing that employers **liked least** about Cuesta College were problems created by location, distance, or transportation.
    - These employers said the availability, large number and high quality of classes was what they **liked the most** about Cuesta College.
  - Few employers were able to suggest areas of training or education that need more emphasis at Cuesta College.

METHODOLOGY

OVERVIEW

The San Luis Obispo Community College District/Cuesta College is developing an Educational and Facilities Master Plan. One component of the plan is a needs assessment derived from employers in the community. With that intent, Cuesta College commissioned a training needs assessment of employers in San Luis Obispo County. Also commissioned was a needs assessment of the adult population of San Luis Obispo County. This report discusses the employer training needs assessment. . Appendix A reports the results in detailed tabular form.

The employer training needs questionnaire was designed to answer a number of questions. What is the composition of the labor force in San Luis Obispo County? Is the composition of the labor force changing, and if so, are the changes different in different areas of the county? What was the original source of training for current employees? To what degree are current employees prepared for their jobs? What types of training do employers provide for their employees and how can Cuesta College help in this area? The survey was designed to provide answers to these questions.

Technique

From May through July, 1990 a survey was conducted of employers in San Luis Obispo County. The survey used a mailed questionnaire as its primary technique. Using an earlier Cabrillo College questionnaire as a starting point, the researcher and members of the Cuesta Research Committee jointly developed a mailed questionnaire. Appendix B contains a copy of the Employer Needs Survey.

A sample of addresses for San Luis Obispo County business and government organizations was purchased from Survey Sampling, Inc. of Fairfield Connecticut. Survey Sampling Inc. provides a sample of organizations from the yellow pages of the telephone directory. Survey Sampling supplements this initial listing with additional organizations

listed by Standard and Poor's *Register of Corporations, Directors and Executives* but underrepresented in local telephone books (such as manufacturing firms). After examination of the purchased sample, the researcher supplemented the sample with a secondary sample of government organizations.[1]

Questionnaires were sent out to the owner/personnel managers of the 742 organizations included in the initial sample. The first series of mailings included the questionnaire and a follow-up post card. Employers were sent follow-up post cards after two weeks. The post cards reminded employers of the importance of the questionnaire to the planning process for Cuesta College and thanked them if they had already returned the questionnaire.

Approximately three weeks later employers were called by telephone. They were asked if they remembered receiving the questionnaire, and if they had sent it back. Employers who had not sent back the questionnaire were then asked if they would be willing to complete it and were sent a second questionnaire with a note from the person who called thanking them for their cooperation. Employers received a second follow-up post card two weeks later.

Employers returned 266 questionnaires. Presuming no response nor sampling bias, the results of this employer survey should be accurate to within ±6.0% at the 95% confidence level. That means that, under optimal conditions, if we were to poll the entire population of business and government organizations within San Luis Obispo County we should be 95% sure that the results obtained from everyone would be within ±6.0% of the results contained in this survey. Unfortunately, the poor response rate, especially from

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[1] The final sample of address included 742 business and government organizations. Of these, 92 addresses were for organizations no longer in business, were residences, or had no consistent mail service, leaving 650 organizations. The final response rate for this employer survey was 40.9%.

smaller retail trade and service businesses (i.e.,one owner/employee organizations) causes the sample to be less extensive than would be the case under optimal conditions.[2]

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[2] The survey results for the Standard and Poor Industry Codes for the survey were compared to the 1988 data presented in the *San Luis Obispo Cities and County Regional Profile* prepared by the San Luis Obispo Area Coordinating Council. There is little doubt that the results of the present survey are directed more toward transportation and utilities than trade or services. The following table illustrates this point:

Industry Category	Employees	
	1990 Survey	1988 Projection
Agriculture and mining	3.1%	3.6%
Construction	3.1%	6.3%
Manufacturing	6.0%	7.8%
Transportation/utilities	31.3%	5.8%
Wholesale and retail trade	12.5%	28.8%
Financial	3.9%	5.0%
Services	13.8%	21.1%
Public administration & government	26.3%	21.6%

Obviously the current sample of employers under represents wholesale / retail trade and services while over representing transportation and utilities. As was noted above, there were a large number of businesses that "refused" to fill out the questionnaire. Almost all of the businesses who were contacted and refused said something like "we do not hire any employees, so it does not apply to us." San Luis Obispo County has few large businesses. When the small trade and service businesses declined participation they skewed the sample. On the other hand, one large public utility was kind enough to participate in the survey. Whether this apparent bias has any pragmatic effect for the current study is open to conjecture. If one is examining the "employee training needs" of organizations, and one owner/employee organization are not in the final analysis, the argument could easily be made that there is no major effect on the conclusions that are drawn.

FINDINGS

EMPLOYMENT DISTRIBUTION

The data provided by the current survey shows the composition of the industries in San Luis Obispo County to be dominated by service organizations and retail/wholesale trade (even though the sample underrepresents workers in these two areas). According to the survey, service organizations are the most numerous organizations in the county. They comprise almost 30% of the organizations in the county. Retail trade comprised one-quarter of the organizations in the county. Figure 1 shows the breakdown of organizations.

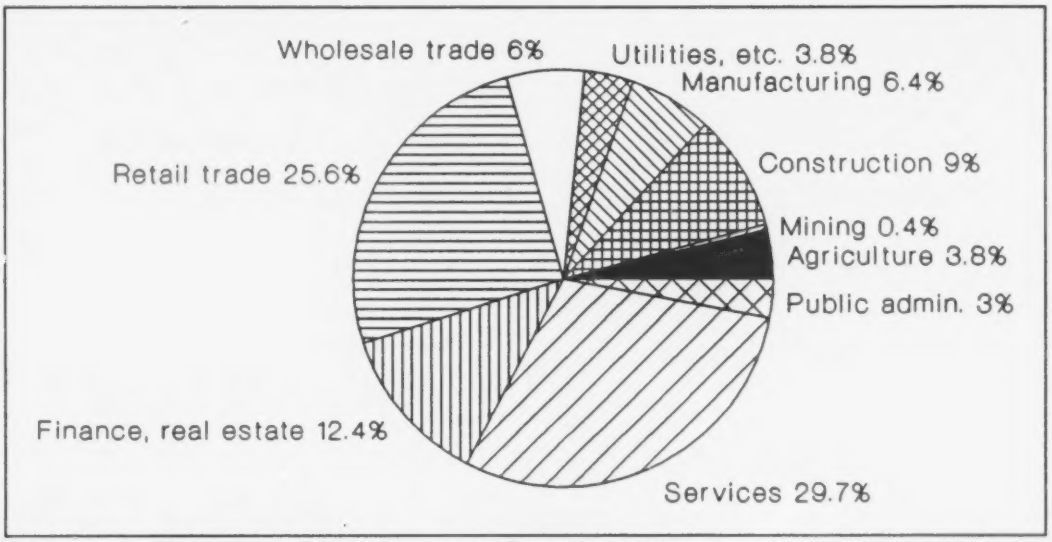

Figure 1 Category of Employers in Sample, 1990

The distribution of business and government services appears, from these survey findings, to be more equally distributed throughout the county than has been previously pictured.[3] Close to one-quarter of the employers operate throughout San Luis Obispo County. Figure 2 illustrates the distribution well.

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[3] The current survey allowed for multiple responses to the questions "In what city or cities in San Luis Obispo County does your organization operate?" Allowing for multiple responses may have had a 'leveling' effect when looking at the geographic distribution of organizations.

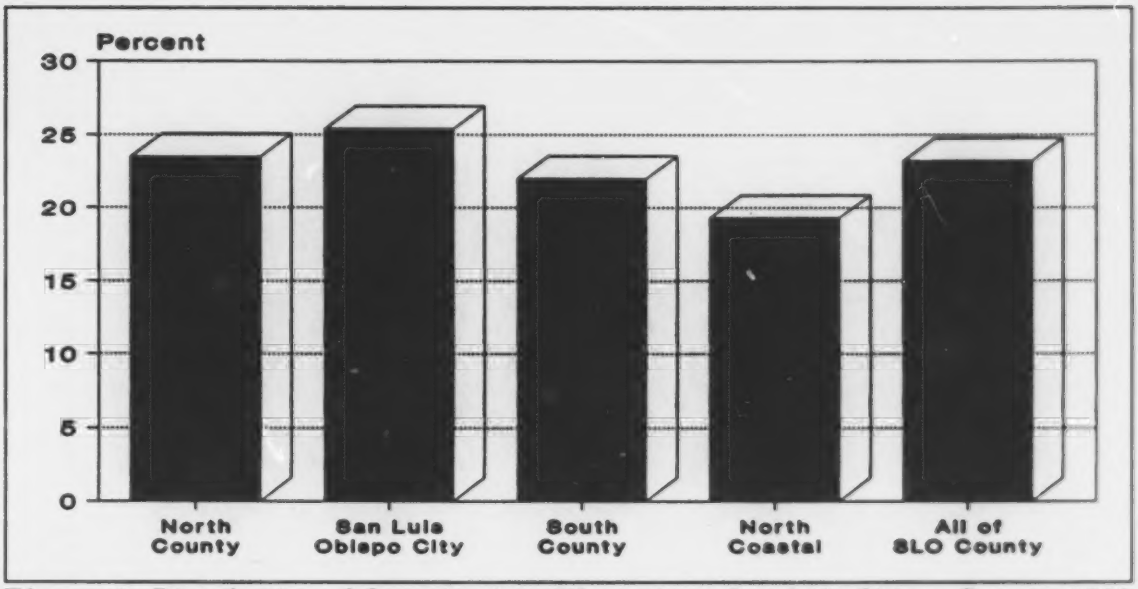

Figure 2 Distribution of Organizations Throughout San Luis Obispo County, 1990

Table 3 in Appendix A shows the north county is dominated by retail trade and services, as are San Luis Obispo and south county. North coastal areas of the county have an unusually high proportion of their businesses devoted to finance, insurance, and real estate activities.

Over three-quarters of the organizations studied have their headquarters or main office in San Luis Obispo County. Fifteen percent have their headquarters or main office outside of San Luis Obispo County, but inside California. Less than 7% of the organizations are headquartered outside of California. None of the organizations studied have their headquarters outside of the United States. Over half of the organizations have operated in the county for almost 20 years (the average was 10 years).

COMPOSITION OF THE CURRENT LABOR FORCE

On a slightly different plane, examination of the types of employees in San Luis Obispo County finds a high concentration of professional workers, as Figure 3 illustrates. Clerical and office employees follow professional workers in frequency, but there are over

twice the number of professional workers. (Professional workers are defined in the survey as "occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.")

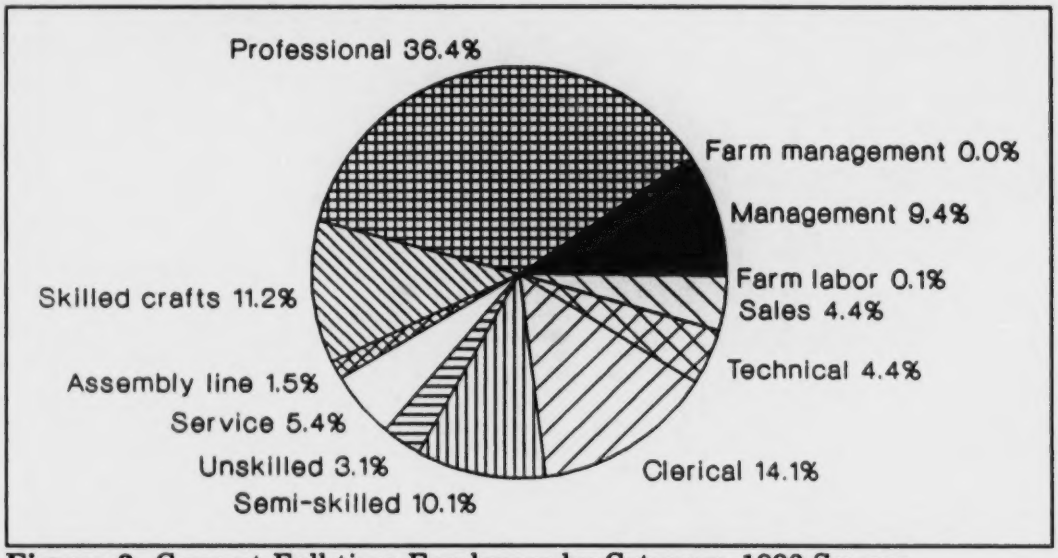

Figure 3 Current Full-time Employees by Category, 1990 Survey

Figure 4 (on the next page) shows that, for part-time employees, clerical staff are the most numerous. However, in the organizations sampled, part-time workers are more evenly distributed than is the case for full-time employees. For example, 16% of the part-timers are in services, 15% are in sales or marketing, and 11% of the part-time employees are professionals.

PAST HIRING PATTERNS

Fourteen percent of the current full-time employees were hired during the previous 12 months, according to the survey. Seventy-seven percent of the current part-time employees were hired during the past year. Thus, while hiring for full-time employees has been relatively stable, the labor market for part-time employees has been characterized by a high turnover rate.

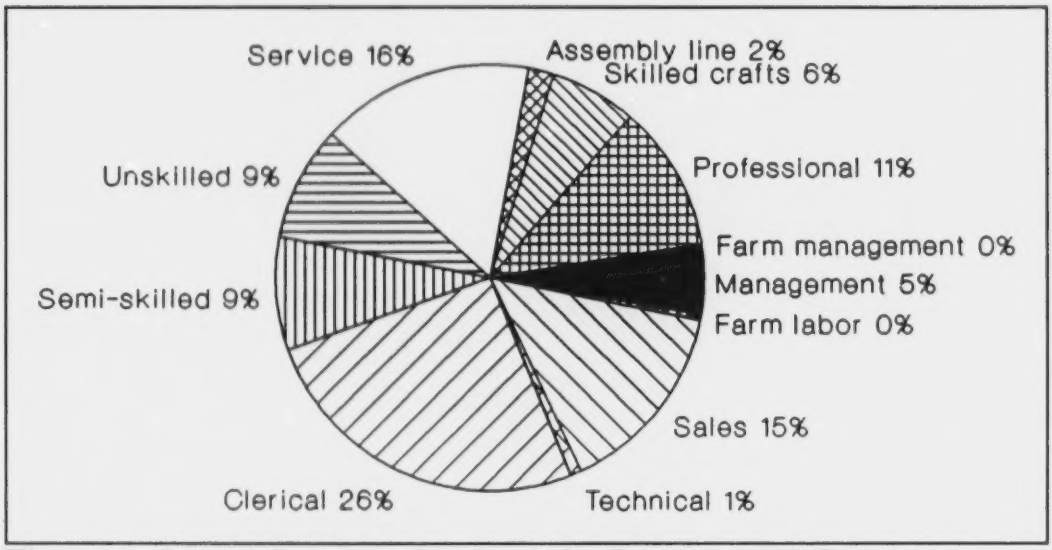

Figure 4 Current Part-time Employees by Category, 1990 Survey

In terms of actual numbers, Table A shows that more professional workers were hired during the past year than was the case for any other category of employee. Clerical workers were also hired in large numbers. Assembly line workers had the highest hiring **rate** for the past year. However rates can be misleading, especially when dealing with small numbers. For example, while assembly line workers may have had the highest hiring rate, there were few individual workers hired.

There is a different pattern when examining part-time employees. In terms of actual numbers, Table B shows that part-time unskilled laborers were hired more frequently last year than were other categories of part-time employees. Also hired in large numbers were employees in the service, sales, and semi-skilled jobs. Again, hiring rates are misleading. Farm laborers had the greatest hiring **rate** for part-time labors with 1,260.0 percent hired during the previous year, but there are few actual part-time farm laborers in the survey.

Table A Hiring Rates for Full-Time Employees

Classification	Current Full-time Employees	Full-time Employees Hired Last Year	Percentage Rate	Full-time Employees Expecting To Hire	Percentage Rate
Management	788	109	13.83	56	7.11
Farm Management	2	0	0.00	1	50.00
Professional	3,085	370	11.99	377	12.22
Skilled crafts	947	66	6.97	112	11.83
Semi-skilled	852	141	16.55	111	13.03
Assembly line	123	42	34.15	44	35.77
Unskilled	260	68	26.15	72	27.69
Farm labor	12	1	8.33	0	0.00
Clerical	1,193	221	18.52	189	15.84
Technical	374	46	12.30	32	8.56
Sales	369	65	17.62	84	22.76
Service	455	77	16.92	86	18.90
Total	8,460	1,206	14.26	1,164	13.76

Table B Hiring Rates for Part-Time Employees

Classification	Current Part-time Employees	Part-time Employees Hired Last Year	Percentage Rate	Part-time Employees Expecting To Hire	Percentage Rate
Management	57	21	36.84	14	24.56
Farm Management	1	0	0.00	15	1,500.00
Professional	122	25	20.49	3	2.46
Skilled crafts	71	14	19.72	25	35.21
Semi-skilled	94	116	123.40	64	68.09
Assembly line	21	53	252.38	1	4.76
Unskilled	95	165	173.68	144	151.58
Farm labor	5	63	1,260.00	10	200.00
Clerical	280	78	27.86	54	19.29
Technical	9	2	22.22	2	22.22
Sales	162	124	76.54	93	57.41
Service	176	182	103.41	140	79.55
Total	1,093	843	77.13	565	51.69

In terms of industry area, more full-time employees were hired in the area of public administration than any other area (see Table 7 in Appendix A). This was followed by hiring in transportation and utilities, and then by hiring in the service area. Again looking at the industry area, more part-time employees were hired in the area of retail trade than any other industry area (see Table 9 in Appendix A). This was followed by hiring in the service area.

FUTURE EXPECTATIONS ABOUT HIRING

The survey showed that employers expect that the full-time hiring patterns for the next 12 months will follow the same full-time hiring patterns we saw for the past 12 months. Again looking back at Table A shows that the most employees will be hired in the professional area, and that this will be followed by large numbers being hired in the clerical area. Going back to Table B shows that employers expect to hire more part-time unskilled labor during the next 12 months than any other type of part-time employee. This should be followed by part-time hiring in the areas of sales, services, and semi-skilled jobs.

In terms of industry area, employers expected to hire the greatest number of full-time employees in the public administration/government area (see Table 15 in Appendix A). Following this should be hiring in the transportation and utilities area. The greatest number of part-time employees will be hired in the retail trade and services areas (see Table 17 in Appendix A).

Table C shows the anticipated growth rates for different industry types, and again we see a difference between the number of new employees expected and the growth rate.[4] Public administration and government expect the greatest number of new employees. Transportation and utilities follow. The highest growth **rate** is for manufacturing.

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[4] Growth has been calculated by subtracting the number of employees an employer expects to leave in the next 12 months from the total number of employees the employer expects to hire during the next 12 months.

Table C Projected Growth Rates by Type of Industry

Classification	Total current full and part-time employees	Expected number of new employees (eg. growth)	Growth Rate in Percentages
Agriculture	296	21	7.09
Mining	4	0	0.00
Construction	298	18	6.04
Manufacturing	569	62	10.90
Transportation/ Utilities	2,996	102	3.40
Wholesale trade	260	12	4.62
Retail trade	935	121	12.94
Finance, insurance, and real estate	371	26	7.01
Services	1,316	69	5.24
Public administration/ Government	2,516	165	6.56
Total	9,561	596	6.23

INITIAL EMPLOYEE TRAINING

When examining Tables 22A through 22K (in Appendix A) the most notable finding is that "on-the-job training" is by far the most important source of initial training for employees in all categories except the professional category. Figures 5 through 7 illustrate this well. Figure 5 shows the percent of the employees receiving their initial training through on-the-job training. As one can see very graphically, there is a high percentage receiving on-the-job training in all categories except for the professionals.

Figure 6 shows the percentage of employees receiving most of their initial training from community colleges. Clerical workers standout as having the greatest percentage receiving their initial training from community colleges. The category of clerical workers is followed by farm managers and then technical workers.

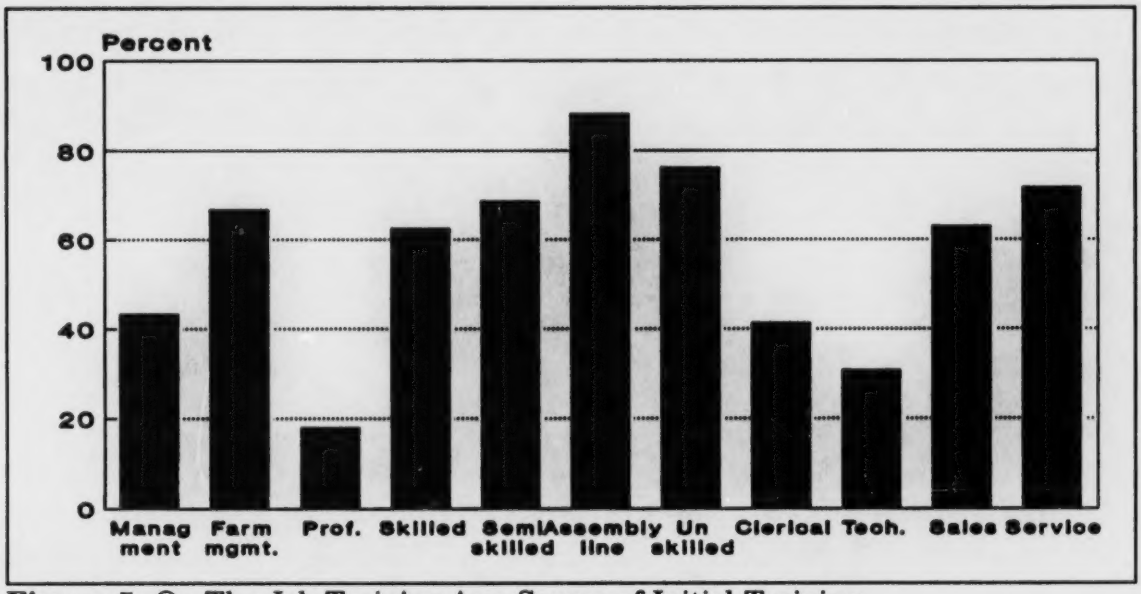

Figure 5 On-The-Job Training As a Source of Initial Training

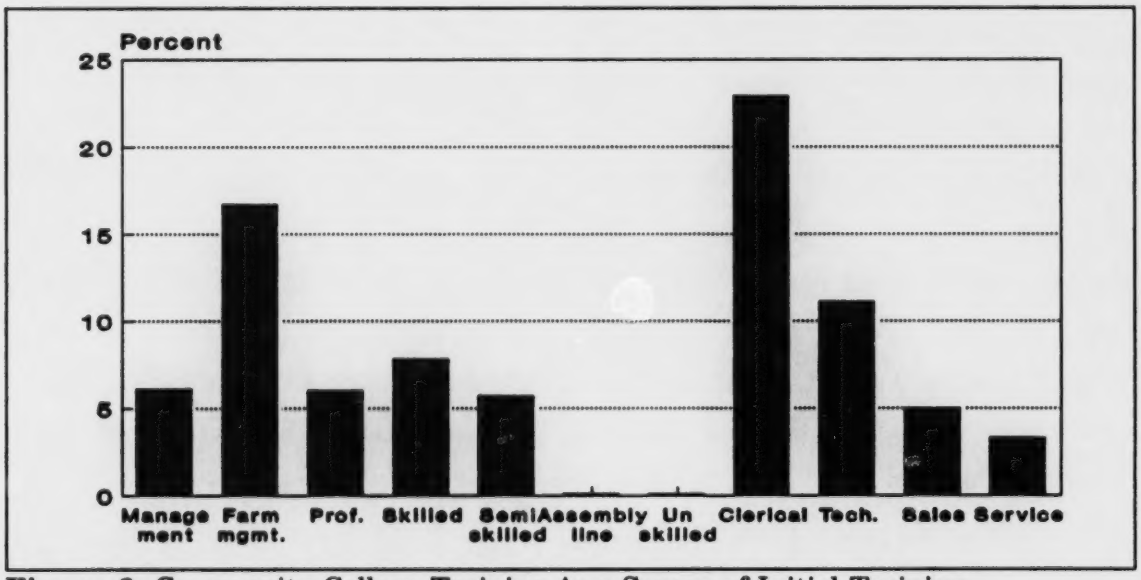

Figure 6 Community College Training As a Source of Initial Training

Finally, Figure 7 shows the percentage of employees receiving most of their initial training from four year colleges or universities. Professionals were the most likely to have received their initial training from four year colleges or universities, followed by managers.

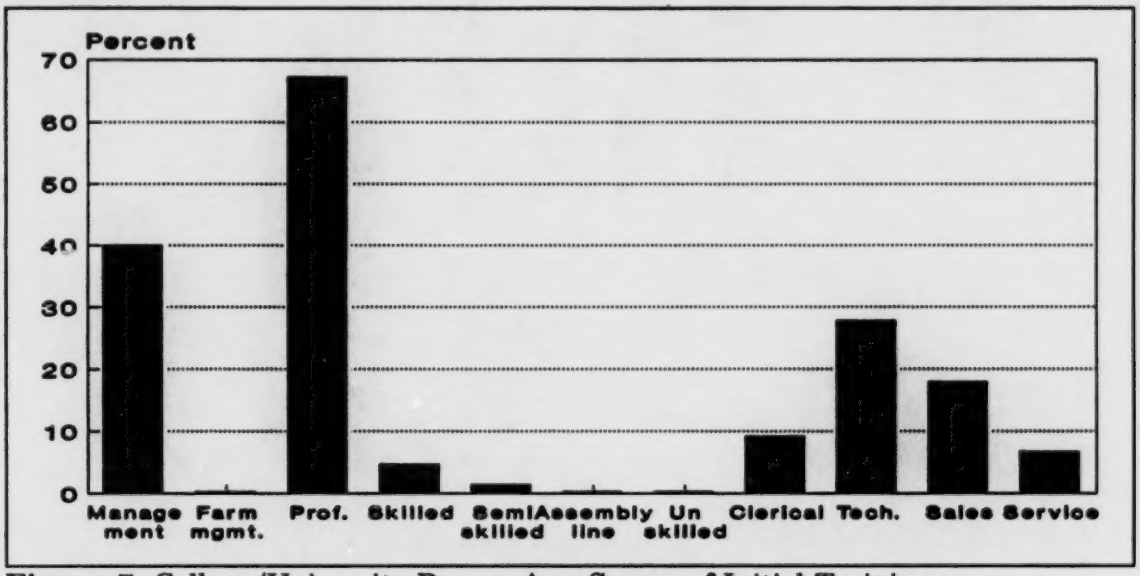

Figure 7 College/University Degree As a Source of Initial Training

TRAINING AFTER EMPLOYMENT

Over half (57%) of the organizations covered by the survey have provided their employees with in-house, on-the-job training after employment. Thirty percent have received training from private vendors (eg. companies selling to the organizations surveyed.)

Almost half of the organizations covered by the survey provide regular in-house training. One-third of the organizations support off-site training (32.9%), or vendor supported seminars (32.9%), and one-third (31.7%) do not provide any type of continuing education for their employees.

The primary sources for outside training come from commercial sources/ brochures (34.7%), professional organizations (26.1%), and the parent or home office (18.6%).

An analysis of Tables 25A through 25L show that (a) employers appear to feel that their employees are adequately prepared in the 12 skill areas covered, and (b) that if they are not adequately prepared, the preparation can be handled internally. Only 25% of the employers said they had employees who need outside help with computer literacy, the skill area that showed the greatest need for outside help. Twenty-two percent of the employers said they had employees who needed outside help with sales and marketing skills, and 20% said they had employees that need outside help with management and supervision skills.

RECRUITMENT

Employers were asked how they recruit new employees. Fifty-nine percent get new employees through newspaper advertisements. Forty-six percent recruit new employees through referrals from other employees.

EMPLOYER ATTITUDES ABOUT CUESTA COLLEGE

Only about one-third of the employers said they were familiar with the types of training available at Cuesta College. Accordingly, few of these employers responded when asked what they liked least and most about Cuesta College. However, for the few employers answering, the most consistent thing that employers **liked least** about Cuesta College were the problems created by location, distance, or transportation. Twenty-nine percent of the employers said that this was a problem. Employers **liked most** was the high quality of the classes, the availability of Cuesta College and the number of courses offered.

Additionally, few employers responded when asked "what training or educational needs do you feel need more emphasis at Cuesta College?" Vocational, and business-government were the most often cited as needing more emphasis among the few who did answer.

CONCLUSIONS

Two conclusions stand out, even in the face of a sample of employers that apparently underrepresents trade and service employees. First, Cuesta College should be sure to continue to offer courses and/or seminars on employee training. The prevalent type of employee training in San Luis Obispo County is on-the-job training. Even when asking employers where their employees received most of their training before they employed the employee, the most frequent answer is "on-the-job training." Yet phone conversations with many of the employers lead to the conclusion that many employers have never been trained in how to train their employees. Second, targeting businesses for a special advertising campaign appears warranted. Employers know very little about what Cuesta College offers.

Appendix A
Results of the Cuesta College
Employer Needs Survey, 1990

1. What is the main activity of your organization? (Converted to Standard and Poor Industry.)

Agriculture, forestry, and fishing	
Percent	3.8%
Number	10
Mining	
Percent	.4%
Number	1
Construction	
Percent	9.0%
Number	24
Manufacturing	
Percent	6.4%
Number	17
Transportation, communications, electric, etc.	
Percent	3.8%
Number	10
Wholesale trade	
Percent	6.0%
Number	16
Retail trade	
Percent	25.6%
Number	68
Finance, insurance, and real estate	
Percent	12.4%
Number	33
Services	
Percent	29.7%
Number	79
Public administration	
Percent	3.0%
Number	8

2. In what city or cities in San Luis Obispo County does your organization operate?

North County	
Percent	23.5%
Number	62
San Luis Obispo City	
Percent	25.4%
Number	67
South County	
Percent	22.0%
Number	58
North Coastal	
Percent	19.3%
Number	51
All SLO County	
Percent	24.2%
Number	64

May total to more than 100% due to multiple responses.

3. The type of organization by the area of the county.

	North County	San Luis Obispo City	South County	North Coastal	All SLO County
	Percent	Percent	Percent	Percent	Percent
Agriculture, forestry, and fishing.....	4.8	3.0	3.4	2.0	6.3
Mining.....					1.6
Construction.....	6.5	4.5	5.2	3.9	23.4
Manufacturing.....	8.1	7.5	6.9	5.9	
Transportation, communications, electric, etc..	1.6	6.0	3.4	5.9	4.7
Wholesale trade...	4.8	4.5	3.4	3.9	9.4
Retail trade.....	27.4	31.3	22.4	25.5	18.8
Finance, insurance, and real estate....	17.7	7.5	15.5	25.5	9.4
Services.....	25.8	34.3	34.5	23.5	21.9
Public administration.	3.2	1.5	5.2	3.9	4.7

May total to more than 100% due to multiple responses.

4. Where is the headquarters or main office located for your organization?

San Luis Obispo County	
Percent.....	78.0%
Number.....	206
Outside of San Luis Obispo County, but inside California	
Percent.....	15.2%
Number.....	40
Outside of California, but inside the U.S.	
Percent.....	6.8%
Number.....	18

5. How long has your organization operated in San Luis Obispo County?

Mean	19.6
Median	10.0

6. Please indicate the number of employees in your organization in each of the following categories.

A. Management and administration

Number of full-time management employees.	
Mean	4.3
Median	2.0
Total employees	796
Number of part-time management employees.	
Mean	1.9
Median	1.0
Total employees	57
Number of management full-time hires for past 12 months.	
Mean	2.0
Median	1.0
Total employees	109
Number of management part-time hires for past 12 months.	
Mean	1.8
Median	1.0
Total employees	21

B. Farm management

Number of farm manag. full-time employees.	
Mean	1.0
Median	1.0
Total employees	2
Number of farm manag. part-time employees.	
Mean	1.0
Median	1.0
Total employees	1
Number of farm manag. full-time hires last 12 months.	
Mean	.
Median	.
Total employees	.
Number of farm manag. part-time hires last 12 months.	
Mean	.
Median	.
Total employees	.

C. Professional

Number of professional full-time employees.	
Mean	56.1
Median	2.0
Total employees	3085
Number of professional part-time employees.	
Mean	7.2
Median	2.0
Total employees	122
Number of professional full-time hires last 12 months.	
Mean	18.5
Median	3.5
Total employees	370
Number of professional part-time hires last 12 months.	
Mean	.1
Median	
Total employees	25

D. Skilled crafts workers

Number of craft full-time employees.	
Mean	18.9
Median	2.5
Total employees	947
Number of craft part-time employees.	
Mean	5.1
Median	1.5
Total employees	71
Number of craft full-time hires last 12 months.	
Mean	4.1
Median	2.0
Total employees	66
Number of craft part-time hires last 12 months.	
Mean	2.0
Median	2.0
Total employees	14

E. Semi-skilled workers

Number of semi-skilled full-time employees.	
Mean	21.3
Median	3.5
Total employees	852
Number of semi-skilled part-time employees.	
Mean	3.6
Median	2.0
Total employees	94
Number of semi-skilled full-time hires last 12 months.	
Mean	7.1
Median	2.5
Total employees	141
Number of semi-skilled part-time hires last 12 months.	
Mean	6.4
Median	3.5
Total employees	116

F. Assembly line production

Number of assembly full-time employees.	
Mean	20.5
Median	15.5
Total employees	123
Number of assembly part-time employees.	
Mean	5.3
Median	1.0
Total employees	21
Number of assembly full-time hires last 12 months.	
Mean	14.0
Median	6.0
Total employees	42
Number of assembly part-time hires last 12 months.	
Mean	13.3
Median	1.0
Total employees	53

G. Unskilled labor

Number of unskilled full-time employees.	
Mean	14.4
Median	4.0
Total employees	260
Number of unskilled part-time employees.	
Mean	4.8
Median	2.5
Total employees	95
Number of unskilled full-time hires last 12 months.	
Mean	4.9
Median	3.0
Total employees	68
Number of unskilled part-time hires last 12 months.	
Mean	11.0
Median	6.0
Total employees	165

H. Farm labor

Number of farm labor full-time employees.	
Mean	2.4
Median	1.0
Total employees	12
Number of farm labor part-time employees.	
Mean	1.3
Median	1.0
Total employees	5
Number of farm labor full-time hires last 12 months.	
Mean	1.0
Median	1.0
Total employees	1
Number of farm labor part-time hires last 12 months.	
Mean	15.8
Median	11.0
Total employees	63

I. Clerical and office

Number of clerical full-time employees.	
Mean	13.3
Median	2.0
Total employees	1193
Number of clerical part-time employees.	
Mean	4.6
Median	1.0
Total employees	280
Number of clerical full-time hires last 12 months.	
Mean	5.8
Median	2.0
Total employees	221
Number of clerical part-time hires last 12 months.	
Mean	2.4
Median	1.0
Total employees	78

J. Technical

Number of technical full-time employees.	
Mean	15.6
Median	3.5
Total employees	374
Number of technical part-time employees.	
Mean	1.8
Median	2.0
Total employees	9
Number of technical full-time hires last 12 months.	
Mean	4.6
Median	4.0
Total employees	46
Number of technical part-time hires last 12 months.	
Mean	1.0
Median	1.0
Total employees	2

K. Sales and marketing

Number of sales full-time employees.	
Mean	5.8
Median	2.0
Total employees	369
Number of sales part-time employees.	
Mean	4.1
Median	2.0
Total employees	162
Number of sales full-time hires last 12 months.	
Mean	2.7
Median	1.5
Total employees	65
Number of sales part-time hires last 12 months.	
Mean	4.4
Median	1.5
Total employees	124

L. Service

Number of service full-time employees.	
Mean	10.8
Median	4.0
Total employees	455
Number of service part-time employees.	
Mean	7.0
Median	4.0
Total employees	176
Number of service full-time hires last 12 months.	
Mean	4.5
Median	3.0
Total employees	77
Number of service part-time hires last 12 months.	
Mean	8.3
Median	4.0
Total employees	182

M. TOTAL NUMBER OF EMPLOYEES

Total full-time employees.	
Mean	31.8
Median	3.0
Total employees	8468
Total part-time employees.	
Mean	4.1
Median	1.0
Total employees	1093
Total full-time hires last 12 months.	
Mean	4.5
Median	
Total employees	1206
Total part-time hires last 12 months.	
Mean	3.2
Median	
Total employees	843

7. The total number of full-time employees hired during last 12 months by the organization category.

	Total full-time hires last 12 months.	
	Number of employees	Percent
Agriculture, forestry, and fishing.....	12	1.0
Mining.....	1	.1
Construction.....	50	4.1
Manufacturing.....	71	5.9
Transportation, communications, electric, etc.....	273	22.6
Wholesale trade.....	55	4.6
Retail trade.....	133	11.0
Finance, insurance, and real estate....	36	3.0
Services.....	216	17.9
Public administration.	359	29.8

8. The total number of full-time employees hired during last 12 months by the area of the county.

	Total full-time hires last 12 months.	
	Number of employees	Percent
North County.....	213	14.8
San Luis Obispo City..	273	19.0
South County.....	122	8.5
North Coastal.....	218	15.2
All SLO County.....	609	42.4

May total to more than 100% due to multiple responses.

9. The total number of part-time employees hired during last 12 months by the organization category.

	Total part-time hires last 12 months.	
	Number of employees	Percent
Agriculture, forestry, and fishing.....	6	.7
Mining.....		
Construction.....	24	2.8
Manufacturing.....	55	6.5
Transportation, communications, electric, etc.....	50	5.9
Wholesale trade.....	40	4.7
Retail trade.....	409	48.5
Finance, insurance, and real estate....	21	2.5
Services.....	219	26.0
Public administration.	19	2.3

10. The total number of part-time employees hired during last 12 months by the area of the county.

	Total part-time hires last 12 months.	
	Number of employees	Percent
North County.....	221	21.5
San Luis Obispo City..	252	24.6
South County.....	168	16.4
North Coastal.....	134	13.1
All SLO County.....	251	24.5

May total to more than 100% due to multiple responses.

11. The total number of current employees by the organization category.

	Number of employees	Percent
Agriculture, forestry, and fishing.....	296	3.1
Mining.....	4	.0
Construction.....	298	3.1
Manufacturing.....	569	6.0
Transportation, communications, electric, etc.....	2996	31.3
Wholesale trade.....	260	2.7
Retail trade.....	935	9.8
Finance, insurance, and real estate....	371	3.9
Services.....	1316	13.8
Public administration.	2516	26.3

12. The total number of current employees by the area of the county.

	Number of employees	Percent
North County.....	1556	12.8
San Luis Obispo City..	2018	16.6
South County.....	2084	17.2
North Coastal.....	2307	19.0
All SLO County.....	4177	34.4

May total to more than 100% due to multiple responses.

13. During the last 12 months, how many employees left your organization?

Mean	6.6
Median	1.0
Total employees	1637

14. How many new employees do you expect to hire during the next 12 months in each of the following categories?

A. Management and administration

Number of management full-time employees expected to hire.	
Mean	1.7
Median	1.0
Total employees	56
Number of management part-time employees expected to hire.	
Mean	1.6
Median	1.0
Total employees	14

B. Farm management

Number of farm manag. full-time employees expected to hire.	
Mean	1.0
Median	1.0
Total employees	1
Number of farm manag. part-time employees expected to hire.	
Mean	15.0
Median	15.0
Total employees	15

C. Professional

Number of professional full-time employees expected to hire.	
Mean	16.4
Median	2.0
Total employees	377
Number of professional part-time employees expected to hire.	
Mean	1.5
Median	1.5
Total employees	3

D. Skilled crafts workers

Number of craft full-time employees expected to hire.	
Mean	5.3
Median	2.0
Total employees	112
Number of craft part-time employees expected to hire.	
Mean	2.1
Median	1.5
Total employees	25

E. Semi-skilled workers

Number of semi-skilled full-time employees expected to hire.	
Mean	7.9
Median	2.5
Total employees	111
Number of semi-skilled part-time employees expected to hire.	
Mean	4.9
Median	2.0
Total employees	64

F. Assembly line production

Number of assembly full-time employees expected to hire.	
Mean	6.3
Median	5.0
Total employees	44
Number of assembly part-time employees expected to hire.	
Mean	1.0
Median	1.0
Total employees	1

G. Unskilled labor

Number of unskilled full-time employees expected to hire.	
Mean	5.5
Median	2.0
Total employees	72
Number of unskilled part-time employees expected to hire.	
Mean	9.6
Median	2.0
Total employees	144

H. Farm labor

Number of farm labor full-time employees expected to hire.	
Mean	.
Median	.
Total employees	.
Number of farm labor part-time employees expected to hire.	
Mean	10.0
Median	10.0
Total employees	10

I. Clerical and office

Number of clerical full-time employees expected to hire.	
Mean	5.9
Median	1.0
Total employees	189
Number of clerical part-time employees expected to hire.	
Mean	2.1
Median	1.0
Total employees	54

J. Technical

Number of technical full-time employees expected to hire.	
Mean	2.7
Median	1.5
Total employees	32
Number of technical part-time employees expected to hire.	
Mean	1.0
Median	1.0
Total employees	2

K. Sales and marketing

Number of sales full-time employees expected to hire.	
Mean	3.0
Median	2.0
Total employees	84
Number of sales part-time employees expected to hire.	
Mean	3.6
Median	1.0
Total employees	93

L. Service

Number of service full-time employees expected to hire.	
Mean	4.3
Median	1.5
Total employees	86
Number of service part-time employees expected to hire.	
Mean	7.4
Median	4.0
Total employees	140

M. TOTAL NUMBER OF NEW EMPLOYEES

Total number of full-time hires expected.	
Mean	4.4
Median	
Total employees	1164
Total number of part-time hires expected.	
Mean	2.1
Median	
Total employees	565

15. The total number of full-time employees expecting to hire during the next 12 months by the organization category.

	Total number of full-time hires expected.	
	Number of employees	Percent
Agriculture, forestry, and fishing.....	63	5.4
Mining.....		
Construction.....	77	6.6
Manufacturing.....	92	7.9
Transportation, communications, electric, etc.....	232	19.9
Wholesale trade.....	37	3.2
Retail trade.....	150	12.9
Finance, insurance, and real estate....	39	3.4
Services.....	126	10.8
Public administration.	348	29.9

16. The total number of full-time employees expecting to hire during the next 12 months by the area of the county.

	Total number of full-time hires expected.	
	Number of employees	Percent
North County.....	157	11.7
San Luis Obispo City..	299	22.2
South County.....	102	7.6
North Coastal.....	170	12.6
All SLO County.....	618	45.9

May total to more than 100% due to multiple responses.

17. The total number of part-time employees expecting to hire during the next 12 months by the organization category.

	Total number of part-time hires expected.	
	Number of employees	Percent
Agriculture, forestry, and fishing.....	3	.5
Mining.....		
Construction.....	16	2.8
Manufacturing.....	19	3.4
Transportation, communications, electric, etc.....	15	2.7
Wholesale trade.....	27	4.8
Retail trade.....	267	47.3
Finance, insurance, and real estate....	11	1.9
Services.....	185	32.7
Public administration.	22	3.9

18. The total number of part-time employees expecting to hire during the next 12 months by the area of the county.

	Total number of part-time hires expected.	
	Number of employees	Percent
North County.....	160	23.6
San Luis Obispo City..	198	29.2
South County.....	138	20.3
North Coastal.....	63	9.3
All SLO County.....	120	17.7

May total to more than 100% due to multiple responses.

19. How many employees do you expect to leave your organization during the next 12 months?

Mean	6.6
Median	1.0
Total employees	1492

19.A. Of these expected retirees, how many will be replaced with:

Full time positions?

Mean	3.9
Median	
Total employees	1029

19.B. Of these expected retirees, how many will be replaced with:

Part time positions?

Mean	1.4
Median	
Total employees	383

20. The total number of new employees expecting to hire during the next 12 months by the organization category.

	Number of employees	Percent
Agriculture, forestry, and fishing.....	21	3.5
Mining.....		
Construction.....	18	3.0
Manufacturing.....	62	10.4
Transportation, communications, electric, etc.....	102	17.1
Wholesale trade.....	12	2.0
Retail trade.....	121	20.3
Finance, insurance, and real estate....	26	4.4
Services.....	69	11.6
Public administration.	165	27.7

21. The total number of new employees expecting to hire during the next 12 months by the area of the county.

	Number of employees	Percent
North County.....	51	7.4
San Luis Obispo City..	174	25.4
South County.....	108	15.8
North Coastal.....	61	8.9
All SLO County.....	291	42.5

May total to more than 100% due to multiple responses.

22. For the job categories listed, please indicate where your employees initially obtained most of their employment education and/or training.

A. Management/Administration

On the job training	
Percent	43.3%
Number	78
High school	
Percent	4.4%
Number	8
Technical school	
Percent	2.8%
Number	5
Community college classes	
Percent	6.1%
Number	11
Adult education	
Percent	3.3%
Number	6
College/university degree	
Percent	40.0%
Number	72

B. Farm Management

On the job training	
Percent	66.7%
Number	4
High school	
Percent	16.7%
Number	1
Community college classes	
Percent	16.7%
Number	1

C. Professional

On the job training	
Percent	17.9%
Number	12
Technical school	
Percent	6.0%
Number	4
Community college classes	
Percent	6.0%
Number	4
Adult education	
Percent	3.0%
Number	2
College/university degree	
Percent	67.2%
Number	45

D. Skilled Crafts Workers

On the job training	
Percent	62.5%
Number	40
High school	
Percent	6.3%
Number	4
Technical school	
Percent	15.6%
Number	10
Community college classes	
Percent	7.8%
Number	5
Adult education	
Percent	3.1%
Number	2
College/university degree	
Percent	4.7%
Number	3

E. Semi-skilled Workers

On the job training	
Percent	68.6%
Number	48
High school	
Percent	14.3%
Number	10
Technical school	
Percent	8.6%
Number	6
Community college classes	
Percent	5.7%
Number	4
Adult education	
Percent	1.4%
Number	1
College/university degree	
Percent	1.4%
Number	1

F. Assembly Line Production

On the job training	
Percent	88.2%
Number	15
Technical school	
Percent	11.8%
Number	2

G. Unskilled labor

On the job training	
Percent.....	76.2%
Number.....	32
High school	
Percent.....	19.0%
Number.....	8
Technical school	
Percent.....	4.8%
Number.....	2

H. Clerical & Office

On the job training	
Percent.....	41.2%
Number.....	54
High school	
Percent.....	15.3%
Number.....	20
Technical school	
Percent.....	5.3%
Number.....	7
Community college classes	
Percent.....	22.9%
Number.....	30
Adult education	
Percent.....	6.1%
Number.....	8
College/university degree	
Percent.....	9.2%
Number.....	12

I. Technical

On the job training	
Percent	30.6%
Number	11
Technical school	
Percent	25.0%
Number	9
Community college classes	
Percent	11.1%
Number	4
Adult education	
Percent	5.6%
Number	2
College/university degree	
Percent	27.8%
Number	10

J. Sales and Marketing

On the job training	
Percent	63.0%
Number	63
High school	
Percent	8.0%
Number	8
Technical school	
Percent	1.0%
Number	1
Community college classes	
Percent	5.0%
Number	5
Adult education	
Percent	5.0%
Number	5
College/university degree	
Percent	18.0%
Number	18

K. Service

On the job training	
Percent	71.7%
Number	43
High school	
Percent	8.3%
Number	5
Technical school	
Percent	10.0%
Number	6
Community college classes	
Percent	3.3%
Number	2
College/university degree	
Percent	6.7%
Number	4

23. Where do most of your employees obtain supplemental training after employment?

Do most employees get after job training in-house?	
Number of respondents.....	137
Percent.....	57.1%
Do most employees get after job training off-site?	
Number of respondents.....	69
Percent.....	28.8%
Do most employees get training after employment from vendor?	
Number of respondents.....	74
Percent.....	30.8%
Do most employees get after job training from college?	
Number of respondents.....	43
Percent.....	17.9%
Do most employees get after job training from adult educ.?	
Number of respondents.....	34
Percent.....	14.2%
Do most employees get after job training from none listed?	
Number of respondents.....	48
Percent.....	20.0%
Do most employees get after job training from other source?	
Number of respondents.....	20
Percent.....	8.3%

May total to more than 100% due to multiple responses.

24. Which of the following types of continuing education does your organization provide or pay for?

You provide in-house training.	
Number of respondents.....	118
Percent.....	48.6%
You provide off-site training.	
Number of respondents.....	80
Percent.....	32.9%
You provide vendor sponsored seminars.	
Number of respondents.....	80
Percent.....	32.9%
You provide or fund college courses.	
Number of respondents.....	39
Percent.....	16.0%
You provide or fund adult education.	
Number of respondents.....	32
Percent.....	13.2%
You do not provide any of the above.	
Number of respondents.....	77
Percent.....	31.7%
You provide some other type of training.	
Number of respondents.....	15
Percent.....	6.2%

May total to more than 100% due to multiple responses.

25. Are your present employees adequately prepared in the following skills?

A. Accounting and bookkeeping

Employees are prepared	
Percent	55.1%
Number	102
Employees need improvement, but can handle internally	
Percent	33.5%
Number	62
Employees need improvement from outside program	
Percent	11.4%
Number	21

B. Business and technical writing

Employees are prepared	
Percent	42.1%
Number	53
Employees need improvement, but can handle internally	
Percent	41.3%
Number	52
Employees need improvement from outside program	
Percent	16.7%
Number	21

C. Computer literacy

Employees are prepared	
Percent	32.4%
Number	55
Employees need improvement, but can handle internally	
Percent	42.4%
Number	72
Employees need improvement from outside program	
Percent	25.3%
Number	43

D. Construction crafts

Employees are prepared	
Percent	55.3%
Number	47
Employees need improvement, but can handle internally	
Percent	34.1%
Number	29
Employees need improvement from outside program	
Percent	10.6%
Number	9

E. Human relations and personnel

Employees are prepared	
Percent	43.1%
Number	78
Employees need improvement, but can handle internally	
Percent	38.1%
Number	69
Employees need improvement from outside program	
Percent	18.8%
Number	34

F. Management and supervision

Employees are prepared	
Percent	44.1%
Number	86
Employees need improvement, but can handle internally	
Percent	35.9%
Number	70
Employees need improvement from outside program	
Percent	20.0%
Number	39

G. Mathematics and statistics

Employees are prepared	
Percent	54.7%
Number	88
Employees need improvement, but can handle internally	
Percent	35.4%
Number	57
Employees need improvement from outside program	
Percent	9.9%
Number	16

H. Mechanical skills

Employees are prepared	
Percent	60.7%
Number	82
Employees need improvement, but can handle internally	
Percent	28.9%
Number	39
Employees need improvement from outside program	
Percent	10.4%
Number	14

I. Office skills

Employees are prepared	
Percent	53.0%
Number	105
Employees need improvement, but can handle internally	
Percent	35.9%
Number	71
Employees need improvement from outside program	
Percent	11.1%
Number	22

J. Reading and writing skills

Employees are prepared	
Percent	58.4%
Number	115
Employees need improvement, but can handle internally	
Percent	25.9%
Number	51
Employees need improvement from outside program	
Percent	15.7%
Number	31

K. Sales and marketing

Employees are prepared	
Percent	47.6%
Number	90
Employees need improvement, but can handle internally	
Percent	30.2%
Number	57
Employees need improvement from outside program	
Percent	22.2%
Number	42

L. Speaking skills

Employees are prepared	
Percent	54.8%
Number	108
Employees need improvement, but can handle internally	
Percent	28.4%
Number	56
Employees need improvement from outside program	
Percent	16.8%
Number	33

26. Where do you get most of your information about training opportunities for your employees?

Commercial sources/ brochures	
Percent	34.7%
Number	69
Home/parent office	
Percent	18.6%
Number	37
Prof. organizations (publications)	
Percent	26.1%
Number	52
Vendors	
Percent	12.6%
Number	25
State boards (mandated,etc.)	
Percent	3.5%
Number	7
Associates -- word of mouth	
Percent	4.0%
Number	8
Local colleges	
Percent	6.5%
Number	13
Don't know of any	
Percent	2.5%
Number	5
Other	
Percent	9.5%
Number	19

May total to more than 100% due to multiple responses.

27. Which of the following recruitment/ employment sources do you use most often to fill positions?

Get employees from private employment agencies.	
Number of respondents.....	31
Percent.....	13.1%
Get employees from state employment agencies.	
Number of respondents.....	19
Percent.....	8.1%
Get employees from college/tech school placement offices.	
Number of respondents.....	38
Percent.....	16.1%
Get employees from employee referrals.	
Number of respondents.....	110
Percent.....	46.6%
Get employees from newspaper ads.	
Number of respondents.....	139
Percent.....	58.9%
Get employees from professional publications.	
Number of respondents.....	20
Percent.....	8.5%
Get employees from other sources.	
Number of respondents.....	66
Percent.....	28.0%

May total to more than 100% due to multiple responses.

28. How many of your employees are going outside of San Luis Obispo County to obtain further occupational training/education?

Mean	8.1
Median	
Total employees	1834

29. Are you familiar with the types of training available at Cuesta College?

Yes	
Percent.....	32.0%
Number.....	82
No	
Percent.....	68.0%
Number.....	174

30. What do you like the least about the employment education and training programs at Cuesta College?

Transportation, distance,location	
Percent	29.2%
Number	7
Parking	
Percent	4.2%
Number	1
Courses too high level	
Percent	4.2%
Number	1
Classes fill too fast	
Percent	8.3%
Number	2
Hours conflict with job	
Percent	4.2%
Number	1
Out of date teaching materials	
Percent	8.3%
Number	2
Course too low level	
Percent	8.3%
Number	2
Not enough variety	
Percent	4.2%
Number	1
Other	
Percent	45.8%
Number	11

May total to more than 100% due to multiple responses.

31. What do you like the most about the employment education and training programs at Cuesta College?

Evening classes	
Percent	14.3%
Number	4
North County classes	
Percent	7.1%
Number	2
Availability	
Percent	21.4%
Number	6
Good class times	
Percent	3.6%
Number	1
Well prepared classes	
Percent	25.0%
Number	7
Lots of courses	
Percent	21.4%
Number	6
Other	
Percent	28.6%
Number	8

May total to more than 100% due to multiple responses.

32. What training or educational needs do you feel need more emphasis at Cuesta College?

Business/Government -- General	
Percent	20.0%
Number	10
Computer skills	
Percent	12.0%
Number	6
Engineering -- General	
Percent	10.0%
Number	5
Health -- General	
Percent	6.0%
Number	3
Dental assistant	
Percent	2.0%
Number	1
Arts/Music/Dance -- General	
Percent	4.0%
Number	2
Liberal Arts	
Percent	10.0%
Number	5
Languages	
Percent	2.0%
Number	1
Childhood development/ care	
Percent	2.0%
Number	1
Vocational	
Percent	28.0%
Number	14
North County Courses	
Percent	4.0%
Number	2

May total to more than 100% due to multiple responses.

(continued)

32. What training or educational needs do you feel need more emphasis at Cuesta College?

More night courses	
Percent	2.0%
Number	1
Other	
Percent	2.0%
Number	1
Seminars	
Percent	4.0%
Number	2
Need to advertise more	
Percent	12.0%
Number	6
Other	
Percent	8.0%
Number	4
Can not think of anything	
Percent	4.0%
Number	2

May total to more than 100% due to multiple responses.

Appendix B
Cuesta College Employer
Needs Survey Questionnaire

Dear Employer:

Cuesta College is asking for your help in surveying employment needs in San Luis Obispo County.

San Luis Obispo County is changing rapidly, and Cuesta College is one of the principal organizations responsible for training and education in the County. The information you provide will influence the services Cuesta College will provide the community during the coming decade.

If you are the person primarily responsible for hiring or training, please take a few minutes of your time to complete the attached questionnaire. If someone else in your organization is responsible for hiring and training, please forward this questionnaire to them. These few minutes of your time will make an important contribution to our community for many years to come.

If you would like, you may receive a copy of the results as our way of thanking you for your cooperation. The results should provide you with helpful information about the current workforce in San Luis Obispo County.

Thank you for your cooperation.

Grace N. Mitchell

Grace N. Mitchell, Superintendent/President
San Luis Obispo County
Community College District,
Cuesta College

M. Ellen Harper

M. Ellen Harper, President
Board of Trustees
San Luis Obispo County
Community College District

Survey Supporters:

Chambers of Commerce for the cities of:

Arroyo Grande
Grover City
Los Osos-Baywood Park
Paso Robles
San Luis Obispo

Employer Needs Survey

This questionnaire should be completed by the person primarily responsible for hiring and training employees in your organization.

1. What is the main activity of your organization? (4-7)

_____

_____

_____

2. In what city or cities in San Luis Obispo County does your organization operate? (8-13)

_____

_____

3 Where is the headquarters or main office located for your organization? (14)

_____ San Luis Obispo County

_____ Outside of San Luis Obispo County, but inside the State of California

_____ Outside of the State of California, but inside the U.S.

_____ Outside the U.S.

4. How long has your organization operated in San Luis Obispo County? (15-16)

_____

Employer Needs Survey

5. Please indicate the number of employees in your organization in each of the following categories. (*A brief description of each category is at the end of the questionnaire if you need clarification*).

	CURRENT NUMBER OF EMPLOYEES?		NUMBER OF HIRES LAST 12 MONTHS?		
	Full-Time	Part-Time	Full-Time	Part-Time	
Management/Administration	____	____	____	____	(17-28)
Farm Management	____	____	____	____	(29-40)
Professional	____	____	____	____	(41-52)
Skilled Crafts Workers	____	____	____	____	(53-64)
Semi-skilled Workers	____	____	____	____	(65-76/1)
Assembly Line Production	____	____	____	____	(4-15)
Unskilled Labor	____	____	____	____	(16-27)
Farm Labor	____	____	____	____	(28-39)
Clerical & Office	____	____	____	____	(40-51)
Technical	____	____	____	____	(52-63)
Sales & Marketing	____	____	____	____	(64-75/2)
Service	____	____	____	____	(4-15)
Total number of employees	____	____	____	____	(16-27)

6. During the **last 12 months**, how many employees left your organization (eg. retired, found other jobs, etc.)? (28-30)

____

Employer Needs Survey

7. How many new employees do you expect to hire during the **next 12 months** in each of the following categories?

	Full-Time	Part-Time	
Management/Administration	____	____	(31-34)
Farm Management	____	____	(35-38)
Professional	____	____	(39-42)
Skilled Crafts Workers	____	____	(43-46)
Semi-skilled Workers	____	____	(47-50)
Assembly Line Production	____	____	(51-54)
Unskilled Labor	____	____	(55-58)
Farm Labor	____	____	(59-62)
Clerical & Office	____	____	(63-66)
Technical	____	____	(67-70)
Sales & Marketing	____	____	(71-74)
Service	____	____	(75-78/3)
Total number of new employees	____	____	(4-9)

8. How many employees do you expect to leave your organization during the **next 12 months** (eg. retire, find new jobs, etc.)? (10-12)

_____

a. Of these expected retirees, how many will be replaced with: (13-18)

Full time positions? ____

Part-time positions? ____

Employer Needs Survey

9. For the job categories listed, please indicate where your employees initially obtained most of their employment education and/or training. (Please check the most appropriate box). (19-30)

	On the Job Training	High School	Technical School	Community College Courses	Adult Education	College/ University Degree
Management/Administration	☐	☐	☐	☐	☐	☐
Farm Management	☐	☐	☐	☐	☐	☐
Professional	☐	☐	☐	☐	☐	☐
Skilled Crafts Workers	☐	☐	☐	☐	☐	☐
Semi-skilled Workers	☐	☐	☐	☐	☐	☐
Assembly Line Production	☐	☐	☐	☐	☐	☐
Unskilled Labor	☐	☐	☐	☐	☐	☐
Farm Labor	☐	☐	☐	☐	☐	☐
Clerical & Office	☐	☐	☐	☐	☐	☐
Technical	☐	☐	☐	☐	☐	☐
Sales & Marketing	☐	☐	☐	☐	☐	☐
Service	☐	☐	☐	☐	☐	☐

10. Where do most of your employees obtain supplemental training **after** employment? (Check all that apply.) (31-37)

In-house (You fund) ____

Off-Site (You fund) ____

Vendor (Commercial) Sponsored Seminars ____

College (semester or quarter) courses ____

Adult education ____

None of the above ____

Other (Please describe) _____

_____

Employer Needs Survey

11. On a scale of 1 to 5, please rate the level of knowledge or training **that should exist** for the following type of people in your type of organization. (Please circle the number.) (38-49)

	Almost None				Extensive Knowledge	Do not use people with this type of knowledge
Accounting/Bookkeeping	1	2	3	4	5	0
Business/Technical-Writing	1	2	3	4	5	0
Computer Literacy	1	2	3	4	5	0
Construction Crafts	1	2	3	4	5	0
Human Relations/Personnel	1	2	3	4	5	0
Management/Supervision	1	2	3	4	5	0
Mathematics/Statistics	1	2	3	4	5	0
Mechanical Skills	1	2	3	4	5	0
Office Skills	1	2	3	4	5	0
Reading/Writing Skills	1	2	3	4	5	0
Sales/Marketing	1	2	3	4	5	0
Speaking Skills	1	2	3	4	5	0

12. On a scale of 1 to 5, please rate **the current level** of knowledge or training of the people in your organization. (Please circle the number.) (50-61)

	Almost None				Extensive Knowledge	Do not use people with this type of knowledge
Accounting/Bookkeeping	1	2	3	4	5	0
Business/Technical-Writing	1	2	3	4	5	0
Computer Literacy	1	2	3	4	5	0
Construction Crafts	1	2	3	4	5	0
Human Relations/Personnel	1	2	3	4	5	0
Management/Supervision	1	2	3	4	5	0
Mathematics/Statistics	1	2	3	4	5	0
Mechanical Skills	1	2	3	4	5	0
Office Skills	1	2	3	4	5	0
Reading/Writing Skills	1	2	3	4	5	0
Sales/Marketing	1	2	3	4	5	0
Speaking Skills	1	2	3	4	5	0

Employer Needs Survey

13. Are your present employees adequately prepared in the following skills? (62-73/4)

	Employees are prepared	Employees need improvement, but can handle internally	Employees need improvement from outside program	Do not have this type of employee
Accounting/Bookkeeping	☐	☐	☐	☐
Business/Technical-Writing	☐	☐	☐	☐
Computer Literacy	☐	☐	☐	☐
Construction Crafts	☐	☐	☐	☐
Human Relations/Personnel	☐	☐	☐	☐
Management/Supervision	☐	☐	☐	☐
Mathematics/Statistics	☐	☐	☐	☐
Mechanical Skills	☐	☐	☐	☐
Office Skills	☐	☐	☐	☐
Reading/Writing Skills	☐	☐	☐	☐
Sales/Marketing	☐	☐	☐	☐
Speaking Skills	☐	☐	☐	☐

14. Which of the following types of continuing education does your organization provide or pay for? (Check all that apply.) (4-10)

In-house (You fund) ____

Off-Site (You fund) ____

Vendor (Commercial) Sponsored Seminars ____

College (semester or quarter) courses ____

Adult education ____

None of the above ____

Other (Please describe) _____

_____

Employer Needs Survey

15. Where do you get most of your information about training opportunities for your employees? (11-16)

_____

_____

_____

16. Which of the following recruitment/ employment sources do you use most often to fill positions? (Check all that apply.) (17-23)

____ Private employment agencies
____ State Employment Development
____ College or technical school placement offices
____ Employee referrals
____ Newspaper ads
____ Professional publications
____ Other (please describe) _____

_____

17. How many of your employees are going outside of San Luis Obispo County to obtain further occupational training/education? (24-26)

_____

18. Are you familiar with the types of training available at Cuesta College? (27)

Yes _____ No _____ (Skip questions 18 through 20.)

Employer Needs Survey

19. What do you like the <u>least</u> about the employment education and training programs at Cuesta College? (28-33)

_____

_____

_____

20. What do you like the <u>most</u> about the employment education and training programs at Cuesta College? (34-39)

_____

_____

_____

21. What training or educational needs do you feel need more emphasis at Cuesta College? (40-45/5)

_____

_____

_____

We would like to thank you for the time you have taken to help us. If you are interested in obtaining a summary of the results of this survey, please give us your name and the address where we can send a copy of the report.

_____ _____
(NAME) (COMPANY)

_____
(ADDRESS)

_____
(CITY, STATE, ZIP)

PLEASE FOLD YOUR QUESTIONNAIRE IN HALF AND RETURN IT TO CUESTA COLLEGE IN THE NO POSTAGE ENVELOPE ENCLOSED.

Employer Needs Survey

DESCRIPTION OF JOB CATEGORIES:

Management and Administrators – Occupations requiring administrative and managerial/supervisory personnel who set company policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations.

Farm Management– Farming occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for the execution of these policies, and direct individual departments or operations.

Professional – Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Skilled Craft Workers – Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work, exercise considerable independent judgment, and usually receive an extensive period of training.

Semi-skilled Workers – Workers who operate machine or processing equipment or perform other factory type duties of intermediate skill level that can be mastered in a few weeks and require only limited training.

Assembly Line Production – Semi-skilled workers who work specifically on an assembly line in the production of a specific product.

Unskilled Labor – Workers in manual occupations that may be learned in a few days. These workers require the application of little or no independent judgment.

Farm Labor – Unskilled labors engaged in field work or related activities.

Clerical and Office – Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual and directly related to the use of all office equipment and machines/computers.

Employer Needs Survey

Service Workers – Workers in both protective and non-protective service occupations. Includes: Hospital and institutional attendants, professional and personal service, nurses aides, orderlies, barbers, fire fighters, police, public service, public transportation attendants and similar types of workers.

Technicians – Occupations requiring a combination of basic technical knowledge and manual skill that can be obtained through approximately 2 years of education from a technical institute, junior or community college, or through equivalent on-the-job-training.

Sales/Marketing Occupations engaging wholly or primarily in direct selling.

PLEASE FOLD YOUR QUESTIONNAIRE IN HALF AND RETURN IT TO CUESTA COLLEGE IN THE NO POSTAGE ENVELOPE ENCLOSED.

THANK YOU FOR YOUR TIME!

ERIC Clearinghouse for
Junior Colleges

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